

Exhibit A ! %

Overall Value Defaults Matrix

OV is not disclosed to the employee.

INPUTS		OVERALL VALUE (OV)	
Performance Rating	Leadership Principles	Growth Potential	Pre-Calibration Designation
Outstanding	Role Model	High	Top Tier
Outstanding	Role Model	Medium	Top Tier
Outstanding	Solid Strength	High	Top Tier
Exceeds	Role Model	High	Top Tier
Exceeds	Role Model	Medium	Top Tier
Exceeds	Solid Strength	High	Top Tier
Achieves	Role Model	High	Top Tier
Outstanding	Role Model	Limited	Highly Valued
Outstanding	Solid Strength	Medium	Highly Valued
Outstanding	Solid Strength	Limited	Highly Valued
Outstanding	Development Needed	High	Highly Valued
Outstanding	Development Needed	Medium	Highly Valued
Outstanding	<i>Development Needed</i>	<i>Limited</i>	<i>Highly Valued</i>
Exceeds	Role Model	Limited	Highly Valued
Exceeds	Solid Strength	Medium	Highly Valued
Exceeds	Solid Strength	Limited	Highly Valued
Exceeds	Development Needed	High	Highly Valued
Exceeds	Development Needed	Medium	Highly Valued
Exceeds	<i>Development Needed</i>	<i>Limited</i>	<i>Highly Valued</i>
Achieves	Role Model	Medium	Highly Valued
Achieves	Role Model	Limited	Highly Valued
Achieves	Solid Strength	High	Highly Valued
Achieves	Solid Strength	Medium	Highly Valued
Achieves	Solid Strength	Limited	Highly Valued
Achieves	Development Needed	High	Highly Valued
Achieves	Development Needed	Medium	Highly Valued
Achieves	<i>Role Model</i>	<i>High</i>	<i>Highly Valued</i>
Achieves	<i>Development Needed</i>	<i>Limited</i>	<i>Least Effective</i>
Improvement Needed	Role Model	Medium	Least Effective
Improvement Needed	Role Model	Limited	Least Effective
Improvement Needed	Solid Strength	High	Least Effective
Improvement Needed	Solid Strength	Medium	Least Effective
Improvement Needed	Solid Strength	Limited	Least Effective
Improvement Needed	Development Needed	High	Least Effective
Improvement Needed	Development Needed	Medium	Least Effective
Improvement Needed	<i>Development Needed</i>	<i>Limited</i>	<i>Least Effective</i>
Unsatisfactory	<i>Role Model</i>	<i>High</i>	<i>Least Effective</i>
Unsatisfactory	Role Model	Medium	Least Effective
Unsatisfactory	Role Model	Limited	Least Effective
Unsatisfactory	Solid Strength	High	Least Effective
Unsatisfactory	Solid Strength	Medium	Least Effective
Unsatisfactory	Solid Strength	Limited	Least Effective
Unsatisfactory	Development Needed	High	Least Effective
Unsatisfactory	Development Needed	Medium	Least Effective
Unsatisfactory	<i>Development Needed</i>	<i>Limited</i>	<i>Least Effective</i>

Italics indicate rating combinations anticipated to be rare or unlikely.

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Growth Potential

Growth Potential is not disclosed to the employee.

Growth Potential is an employee's capacity to take on broader responsibilities based on demonstrated performance, leadership, aptitude, high judgment and the ability to scale and perform effectively in their current position or a similar position as Amazon grows.

Growth Potential criteria for Levels 4-5, 6-7, and 8 are outlined separately as the potential for growth based on "promotability" varies based on level.

At Level 7 and above, leaders should assess whether the employee has the **capacity** to perform effectively in a higher level position, regardless of whether a current opportunity exists or whether the employee has shown a desire to be promoted.

Levels 4 and 5

Growth Potential Rating	Growth Potential Definitions for Levels 4 and 5
High	Demonstrates the capacity to rise 2 levels within 4 years.
Medium	Demonstrates the capacity to rise 1 level within 4 years.
Limited	Has not demonstrated sufficient capacity to grow to higher level positions. Likely to remain in their current position or move laterally within the same level.

Levels 6 and 7

Growth Potential Rating	Growth Potential Definitions for Levels 6 and 7
High	Demonstrates the capacity to grow into a senior leadership position. There is a high degree of confidence of rising to a Director or Senior Principal (Level 8) position.
Medium	Demonstrates the capacity for further growth to a position of greater scope and complexity.
Limited	Has not demonstrated sufficient capacity to grow to a position of greater scope or complexity.

Level 8

Growth Potential Rating	Growth Potential Definitions for Level 8
High	Demonstrates the capacity to grow into a senior leadership position. There is a high degree of confidence of rising to a VP (Level 10) position.
Medium	Demonstrates the capacity to take on more complex assignments and greater scope of work.
Limited	Has not demonstrated the ability to take on more complex assignments and greater scope of work. Likely to remain in position or move laterally within the same level.

Leadership and Performance Ratings

Performance Ratings

Performance ratings will be determined by tangible evidence of performance and achievement against individual objectives, expectations and the high performance bar at Amazon.

Performance Rating	Performance Rating Definition	Distribution Guideline
Outstanding	Performance substantially surpasses expectations. Consistently exceeds objectives and is a role model who sets new performance standards for other employees.	5-10%
Exceeds	Performance meets and frequently surpasses expectations. Achieves and often exceeds objectives and is an exceptional performer.	40-45%
Achieves	Performance meets and may sometimes surpass expectations. Reaches the high performance bar*, achieves objectives and is a solid performer.	30-35%
Improvement Needed	Performance sometimes falls below expectations. Does not achieve all objectives and needs to improve and sustain improvement in aspects of their performance.	5-10%
Unsatisfactory	Performance falls substantially below expectations in key areas. Does not achieve objectives and needs to show immediate and sustained improvement in their performance.	0-5%

Leadership Ratings

Through the lens of the Leadership Principles, assess HOW employees reach their goals.

Leadership Rating	Leadership Rating Definition
Role Model	Recognized by others as a role model for visibly and routinely demonstrating all Amazon's Leadership Principles in current level. Leads by example; others seek to emulate their behaviors. Is exemplary in most Leadership Principles, strong at the rest, and deficient in none.
Solid Strength	Consistently demonstrates Amazon's Leadership Principles in current level and is strong in most. While they may have some areas to develop, those areas do not impact overall individual or team effectiveness.
Development Needed	Needs to work on demonstrating Amazon's Leadership Principles more frequently in current level. While they may be competent in some Leadership Principles, the areas of deficiency impact individual and team effectiveness.

**High Performance Bar - What does that mean?*

Amazon's "high performance bar" is the representation of setting relentlessly high standards, not settling for less, and raising them year over year so we can deliver a better customer experience. To reach this bar, employees must deliver results in all aspects of their work and *continually* improve their demonstration of our Leadership Principles.